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April 19, 2005

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

**REQUEST FOR APPROVAL OF AMENDMENTS TO INCREASE CONTRACT  
AMOUNTS FOR TEMPORARY PROFESSIONAL AND PARAPROFESSIONAL  
LIBRARIAN SERVICES FOR THE PUBLIC LIBRARY (1,2,3,4,5)  
(3-VOTE MATTER)**

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. Approve amendment number two to Agreement Number 74895 with PDQ Personnel Services, Inc. for temporary professional and paraprofessional librarian services to increase the annual contract expenditure authority from \$100,000 to \$300,000.
2. Approve amendment number one to Agreement Number 75164 with Library Associates for temporary professional and paraprofessional librarian services to increase the annual contract expenditure authority from \$100,000 to \$300,000.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The Public Library requests approval to increase the maximum annual contract expenditure authority in each of these contracts from \$100,000 to \$300,000 in order to continue to provide the Department with temporary professional and paraprofessional librarian services on an as-needed basis. These services are needed to provide the Public Library with the flexibility to obtain as-needed temporary help to staff community libraries, meet workload demands for cataloging, ordering, receiving, and processing books and other library materials for the public, and to meet other temporary staffing needs.

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Since we began service under those contracts we have experienced significant unanticipated workload increases and difficulty in recruiting to fill vacancies that have made it necessary to augment use of the contracts. Approval of the recommendations will authorize the Public Library to increase the annual expenditures for temporary as-needed professional and paraprofessional librarian services to meet current workload requirements.

#### Implementation of Strategic Plan Goals

Approval of the recommendations is consistent with the County's Strategic Plan in the areas of service excellence, fiscal integrity, and organizational effectiveness.

#### **FISCAL IMPACT/FINANCING**

Funding is available in the Public Library's current operating budget to increase the annual contract expenditures in 2004-05 from \$100,000 to \$300,000 if needed. Funding required to continue these services will be budgeted annually over the remaining term of these contracts.

#### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

On June 8, 2004 the Board approved an agreement with PDQ Personnel Services, Inc. for temporary professional and paraprofessional librarian services with an annual contract expenditure authority of \$100,000. On January 4, 2005 the Board approved a similar agreement with Library Associates. Since we began service under those contracts we have experienced significant unanticipated workload increases and difficulty in recruiting to fill vacancies that have made it necessary to augment use of the contracts. The Public Library utilizes temporary professional and paraprofessional librarian services to provide reference and information services, to cover the assignments of employees out on maternity leave or extended sick leave, and to meet peak workload requirements for cataloging, ordering, receiving, and processing books and other library materials for the public. These contracts provide the Public Library with the flexibility to maintain operations with minimal disruption to Library customers and to provide the Library with outside expertise on an as-needed basis.

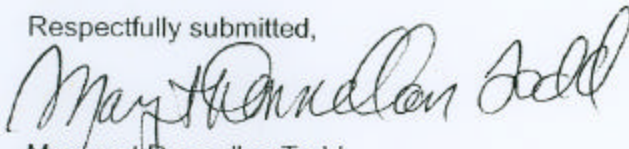
The term of the current agreements is for a two-year period, with two one-year options to renew.

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**IMPACT ON CURRENT SERVICES**

The requested increase to the annual contract expenditure authority is needed to give the Public Library the flexibility to maintain operations and meet current workload demands. Temporary professional and paraprofessional services provides a viable option for the Public Library where the utilization of regular County employees is not feasible or is impracticable.

Respectfully submitted,



Margaret Donnellan Todd  
County Librarian

MDT:DF:RG:TVF:jm

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**Attachments**

C: Chief Administrative Office  
County Counsel  
Executive Office, Board of Supervisors  
Auditor-Controller



BY AND BETWEEN LIBRARY ASSOCIATES AND THE COUNTY OF  
LOS ANGELES TO PROVIDE TEMPORARY PROFESSIONAL AND PARAPROFESSIONAL  
LIBRARIAN SERVICES

WHEREAS, the County of Los Angeles, a political subdivision of the State of California, herein referred to as "County", and Library Associates herein referred to as, "Contractor", have entered into Agreement No. 75164 to provide Temporary Professional and Paraprofessional Librarian Services to the Public Library; and

NOW THEREFORE, the parties hereby agree that Agreement No. 75164 is amended as follows:

- The maximum contract sum under the terms of this Contract shall be the total monetary amount payable by County to Contractor for provision of the Services specified herein in accordance with Exhibit B, "Pricing Schedule", and shall not exceed Three Hundred Thousand (\$300,000) for each year of this Contract, except as set forth in Section 12.3, "Change Notices and Amendments". Subparagraph 12.3.2

2. Except as expressly provided in this Amendment No. 1, all provisions, terms and conditions of the Agreement shall remain the same and in full force and effect.

*I*

IN WITNESS WHEREOF, Contractor has executed this Contract, or caused it to be duly executed and the County of Los Angeles, by order of its Board of Supervisors has caused this Contract to be executed on its behalf by the Chair of said Board and attested by the Executive Officer-Clerk of the Board of Supervisors thereof, the day and year first above written.

COUNTY OF LOS ANGELES

By \_\_\_\_\_  
Chair, Board of Supervisors

ATTEST:

VIOLET VARONA-LUKENS  
Executive Officer-Clerk  
of the Board of Supervisors

By \_\_\_\_\_

CONTRACTOR:  
Library Associates  
Temporary Professional &  
Paraprofessional Librarian  
Personnel Services

APPROVED AS TO FORM:

OFFICE OF THE COUNTY COUNSEL

By Helen S. Parker  
Helen S. Parker  
Principal Deputy County Counsel

By Deborah Schwarz  
Deborah Schwarz  
President

BY AND BETWEEN PDQ PERSONNEL SERVICES, INC. AND THE COUNTY OF  
LOS ANGELES TO PROVIDE TEMPORARY PROFESSIONAL AND PARAPROFESSIONAL  
LIBRARIAN SERVICES

WHEREAS, the County of Los Angeles, a political subdivision of the State of California, herein referred to as "County", and PDQ Personnel Services, Inc. herein referred to as, "Contractor", have entered into Agreement No. 74895 to provide Temporary Professional and Paraprofessional Librarian Services to the Public Library; and

NOW THEREFORE, the parties hereby agree that Agreement No. 74895 is amended as follows:

- The maximum contract sum under the terms of this Contract shall be the total monetary amount payable by County to Contractor for provision of the Services specified herein in accordance with Exhibit B, "Pricing Schedule", and shall not exceed Three Hundred Thousand (\$300,000) for each year of this Contract, except as set forth in Section 12.3, "Change Notices and Amendments". Subparagraph 12.3.2

- [illegible]

IN WITNESS WHEREOF, Contractor has executed this Contract, or caused it to be duly executed and the County of Los Angeles, by order of its Board of Supervisors has caused this Contract to be executed on its behalf by the Chair of said Board and attested by the Executive Officer-Clerk of the Board of Supervisors thereof, the day and year first above written.

COUNTY OF LOS ANGELES

By \_\_\_\_\_  
Chair, Board of Supervisors

ATTEST:

VIOLET VARONA-LUKENS  
Executive Officer-Clerk  
of the Board of Supervisors

By \_\_\_\_\_

CONTRACTOR:  
PDQ Personnel Services, Inc.  
Temporary Professional &  
Paraprofessional Librarian  
Personnel Services

APPROVED AS TO FORM:

OFFICE OF THE COUNTY COUNSEL

By Janet C. Ault  
Janet Ault  
President and CAO

By Helen S. Parker  
Helen S. Parker  
Principal Deputy County Counsel



MARGARET DONNELLAN TODD  
COUNTY LIBRARIAN

May 18, 2005

TO: Supervisor Gloria Molina, Chair  
Supervisor Yvonne Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: Margaret Donnellan Todd  
County Librarian



SUBJECT: **RECRUITMENT PLAN**

At the May 10, 2005 meeting of the Board of Supervisors, the Board requested a report which would discuss recruitment issues for professional librarians including information on current and anticipated vacancies as well as a recruitment plan.

Recruitment for professional librarians has been a nationwide problem for the past 10 years. There are a number of reasons cited for this shortage: The decrease in masters programs in library and information science, increased number of graduates focusing on the information industry, increased vacancies as a result of the aging of the workforce, and low salaries in comparison to other professional options. The most common shortages are with youth services librarians and catalogers, especially catalogers with specific language skills. There is also a lack of ethnic candidates. In Los Angeles County that shortage seems particularly acute for Hispanics.

The County of Los Angeles Public Library has faced persistent problems in filling entry level vacancies since the mid 1990's. In addition, the Department projects that this problem will be exacerbated as the baby boomer generation of county librarians begins retirement. In addition to the need to recruit entry level librarians, the Department also recognizes the increased need for outside recruitment for mid level managers and specialized positions such as the Chicano Resource Center Librarian.

On average, the County Library has about 11 to 15 entry level librarian vacancies per month. Currently, the Library has 102 entry level librarians. Vacancies pose a particular problem for the County Library since the majority of professional positions are assigned to community libraries or are catalogers in the Technical Services Division. Staffing levels at the community libraries while sufficient cannot easily absorb vacancies and vacancies in Technical Services create backlogs that impact the delivery of new books and materials to community libraries. In addition, at any given time the Library Department may have additional vacancies due to employees on extended leaves. The use of temporary librarians from employment agencies is a necessary emergency solution to fill vacancies but cannot replace the quality of work of a permanent professional.

In addition to nationwide issues, the Department has identified three factors that specifically impact the County: first, is the belief by prospective applicants that the County of Los Angeles' compensation/career ladders are not competitive; second, the belief that funding is unstable; and third, the recognition of the high cost of living in Southern California, especially housing. While it seems little can be done to resolve the cost of housing, the Department believes that the other factors identified can be successfully addressed.

There are short term and long term solutions that can help resolve both the problem of recruiting entry level librarians as well as mid level managers and specialists. The following are the key strategies that must be part of recruitment:

- Visibility
- Financial Stability
- Compensation/career ladder strategies
- Personalized recruitment
- Innovative Workplace
- Educational Opportunities

#### Visibility

The County of Los Angeles Public Library must be visible among national libraries. Prior to 2001, with some very notable exceptions in the areas of children's services, the County of Los Angeles Public Library has been absent from the national view except for coverage of budget reductions. Since 2001, the County Library has begun a concerted effort to become a presence on the national scene. New graduates and masters students need to be aware of the



accomplishments of the County Library. They need to believe that the County is a progressive learning organization committed to library service for the 21<sup>st</sup> century. Visibility can be immediately improved by targeted publicity in professional journals, attendance at significant national conferences, and ensuring that County staff are involved in key national and statewide professional activities.

The County Library must create internship opportunities for both undergraduate and masters candidates so that individuals can learn about the profession and the Los Angeles County organization. Beginning in July 2005, Penny Markey, Youth Services Coordinator, will implement an internship program for undergraduates who have an interest in working with children or working in a public library. This program comes as the direct result of a two-year pilot project she directed in 2002-2004 funded by the State Library. In addition, the County Library is in the planning stages for an internship program for graduate students which should be available in Fall 2006.

#### Financial Stability

The County Library must project a new image. In the past 10 years, recruitment was often hampered by the belief that the County Library's funding was shaky and that new employees would run the risk of layoff. With the passage of the constitutional amendment preserving local tax revenue from the state, the County Library appears to have reached financial stability. Although the County still lags behind per capita spending in comparison to local public library jurisdictions and many large urban libraries in the nation, the County Library can now promise stability in employment. At a time when other urban libraries in the East and Midwest are experiencing budget reductions, the County Library should be well positioned to recruit from those areas of the country.

#### Compensation/Career Ladder Strategies

The County Library is frequently told by potential employees or librarians who leave County employment after only a few years, that the compensation and career ladders are not competitive. In Fall 2004, the Department requested that the CAO complete a study of entry level positions. The Department requested that the study not only gather salary information but include other financial factors that might influence the outcome such as benefits, retirement, and step placement. In March 2005, the CAO provided an initial draft of the information.

After analysis and discussion the Library Department will continue to work with the CAO to gather additional data before any definitive conclusions can be drawn. Once this data is fully analyzed, the CAO, Human Resources and the Library will determine what strategies can be implemented to assist in recruitment.

Perhaps more important for recruitment of entry level positions, as well as mid level management positions may be a consideration of the current classification structure of the County Library. The Library will immediately begin a study with the Human Resources Department to determine if the current classifications adequately reflect the nature of the professional positions. The world of public libraries has changed dramatically since the last major study was completed in the late 1980's.

#### Personalized Recruitment

The County Library must change its recruitment style. Individuals need to be courted by key Library staff. Beginning in Fall 2005, top County administrators will visit at least four key masters programs throughout the country, in addition to efforts already underway at UCLA and San Jose State, to personally talk about the advantages of joining the County. In addition, the Library's Human Resources staff has recommended that recruitment materials distributed to potential applicants be redesigned to better reflect the advantages of the County Library.

Further, for the first time the Department has contracted with a recruiter to assist in the recruitment of specialized positions. Although not assisting with entry level positions, this recruiter is currently recruiting for the Chicano Resource Librarian as well as other selected positions. If this proves successful, the Department will adopt this approach on an ongoing basis.

The Department is also pursuing new sources for Librarians. For example, the Department had determined that librarians recently retired from PERS jurisdictions may have an interest in employment. Also, many mid-career professionals, especially teachers, are looking for a career change. Over the next year, the department will determine better methods to communicate with those potential librarians.



Since 2001, the Department recognized that potential applicants were lost because competing jurisdictions could make employment offers more quickly than the County. As a result, over the past four years, the Department has taken steps to speed up the interview and selection process. Librarian I interviews are held every Friday and the list is usually promulgated within three working days. The Library Department also schedules interviews at national and statewide conferences. Selection interviews are consolidated so that managers interview candidates together in order to eliminate multiple selection interviews in various regions of the County. The CAO has committed to provide a more timely response to advanced step placement requests so that an offer can be made to an applicant within a few days of the selection interview.

The Department will continue to work with the Human Resources Department to determine methods that may provide more flexibility in recruitment to ensure that excellent candidates do not go elsewhere because the Department cannot place that individual at the appropriate classification.

#### Innovative Workplace

Research demonstrates that new graduates are looking for an innovative workplace which possesses the latest technology and best practices. They particularly want far more extensive training opportunities than what was standard twenty years ago. During the last four years, the County Library has budgeted additional opportunities for new librarians to attend outside training and conferences. The Library, through strategic plan goals, is transforming its services for the 21<sup>st</sup> century. In July 2005, the Library will implement action learning leadership training. This training will be based on the newest research conducted by the Urban Libraries Council and is not something that new graduates will find available at most other jurisdictions. The New Librarians Forum, the first phase of this leadership training was implemented in 2004 and has been well received by participants.

#### Educational Expenses

Many potential masters candidates are discouraged from entering the profession because of the inability to fund their education. Current full-time County employees can receive financial assistance. In addition, the Department encourages part-time employees to apply for scholarships provided by the State Library. The Library Department will work with the Human Resources

Department to determine if a tuition scholarship program can be funded for non-County employees who commit to working for the Library Department during their masters program and after its completion. Although there are a number of issues to be addressed, the Department believes this would create a pool of new librarians for County service especially helping to ensure that the librarians are representative of the ethnic diversity in the communities that we serve.

An additional area for potential study is whether the current requirement of a masters degree is necessary. At present, public librarians in the majority of libraries in the United States are required to possess a masters degree from an accredited program in Library and Information Science. Many jurisdictions, including the County Library, allow paraprofessionals (Library Assistants) to manage the smallest community libraries and perform basic children's work and reference work. However, the training received in a masters program is essential in order to perform the higher level professional tasks. Although some large library systems are allowing individuals with extensive experience and training to become librarians without a masters degree, we have determined that the County Library Department lacks the staff necessary to implement such extensive training. For that reason, in the short term, the Library Department must focus on recruiting those with masters degrees.

In conclusion, in the past four years, the County Library has made good progress in increasing recruiting success. However, there are a number of short term and long term strategies that must be implemented if the County is to attract a sufficient pool of highly qualified applicants for future and present needs. With the support of the Board of Supervisors and assistance from the CAO and the Department of Human Resources, we hope to move forward with the strategies outlined here.

MDT:tc

Attachment

c: David E. Janssen, Chief Administrative Officer  
Violet Varona-Lukens, Executive Officer, Board of Supervisors

## **Recruitment Plan Time Line**

### **2004-2005**

- Entry level compensation analysis
- Personal Recruitment - California Masters Programs
- Recruiter— hard to place positions
- Redesign interview and selection process

### **2005-2006**

- Human Resources Department and Library Department classification review
- Human Resources Department and Library Department evaluation of scholarship options
- Personal Recruitment - Masters Programs in California and Nation
- Targeted publicity for County Library in professional publications
- Leadership training implementation
- Evaluation recruitment program